

Remarks for the Special Task Force on UW Restructuring and  
Operational Flexibilities

Wednesday, May 9, 2012 9a-430p  
412 East, State Capitol, Madison, WI

Topic: UW-Madison Human Resources Design Project

Good morning and thank you for this opportunity to share the experience.

My name is Mary Czyszczak-Lyne.

I work at UW-Madison, in the College of Letters and Science Honors Program.

I also have the privilege to serve as Vice President and steward for AFSCME Local 2412. Additionally, I am a member of the Wisconsin State Employees Union Executive Board.

I am a member of the Performance Management Team, a Phase 2 team.

Please allow me to share the labor/student Team members and Vice Chancellor's Labor Management Advisory Committee selection process for populating the Teams –

Many of the campus labor unions – specifically Wisconsin Science Professionals, Wisconsin Professional Employees Council, AFSCME Locals 171 and 2412 along with Associated Student of Madison met to discuss which of our members had the strengths and passion to serve on the specific teams. Though this inclusive process, we have representation on each team. This process provides the ability to bring many of the voices to the table and to ensure our different prospective are represented.

Prior to the glimmer of HR Design, Vice Chancellor Bazzell convened an inclusive group representing shared governance, labor and the

Human Resources community to talk about the new HR/personnel flexibilities. We, affectionately, called ourselves the Badger Working Group. This was a very collaborative process.

The Badger Working Group met for 6-8 months to discuss what the Guiding Principles for a new HR system should look like. We were successful and the final product was delivered to Chancellor Ward and subsequently the Guiding Principles and addendum were adopted by the Human Resources Design Advisory Committee and shared with the work teams. These principles are posted on the UW-Madison HR Design website.

Again, as part of a transparent process. UW-Madison Administration under the leadership of Vice Chancellor Bazzell made every attempt to create an inclusive dialogue with the campus community to date there have been thirteen open forums, not only during the normal busy day, but, also at 11:00 pm to gather feedback from second and third shift workers. For maximum participation, the forums were held at different locations on campus and were offered in Spanish, Tibetan and Hmong. In addition to the face-to-face forums, were three on-line web chats sessions.

As the Phase One Teams are vetting their draft recommendations and gathering input and feedback from the forums, governance groups and other stakeholders, the Teams are reconvening to re-work or refine their draft recommendations based on what was learned or shared at the forums and targeted focus groups. This has not been a "clean" process.

Many hope this new set of policies, in concept, will be embraced, but as we all know the "devil is in the details". Some of the draft recommendations are getting a lot of push back; specifically Employee Categories – the Team put forward an option moving all staff – classified and academic – into the academic staff category– this option has not been well received by many on campus. Academic staff have shared governance, classified staff historically had collective bargaining.

The Benefits Team intent is to unify benefits at UW-Madison – one system. For example, currently we have two benefits cycles – one on the academic year and one on the calendar year. Under the Benefits draft recommendations some staff may lose vacation and/or sick leave and some may gain vacation and/or sick leave. Another set of draft recommendations receiving a lot of feedback is offered by the Compensation Team – the concept of "pay for performance."

The Performance Management Team is not recommending performance based compensation; a robust and reliable tool needs to be developed. Many jobs families may not be appropriate for performance pay.

The Performance Management Team is comprised of a broad cross section of the Madison campus. Each of us brings a different perspective and work experience to the table. The Performance Management Team has been meeting weekly since mid-February, we will be submitting our draft recommendations later this week.

Through a collaborative process, we spent several meetings learning and cataloging the systems and processes used at UW-Madison. Throughout our work, we have asked ourselves –

What will this look like in fifty years?

Will this stand the test of time?

What benchmarks are needed?

How will campus transition to the new system?

We are not simply looking at discipline, but how we, as a campus, create an environment and offer the tools and skills necessary for employee success.

In the letter of invitation to appear today, Mr. Falbo asked that we address the greatest impact on the classified staff, specifically the transition from the state personnel system to the new UW-Madison personnel system. It may be too early to give a thorough and thoughtful answer at this time – not knowing what the new system will look like.

Although, many of the concerns I have heard at the forums and in conversations are –

Will my supervisor treat me better?

How can we be sure that our supervisor will not give all the raises to his “favorite”?

Will I ever see any raise?

When will I be treated fairly and with respect?

It was so much easier to transfer to another shift or job –

now I don’t have the same opportunities, will we in the

new system?

We, as a campus, need to be mindful of what represented classified staff lost. With collective bargaining, we had a means to address respect and civility in the workplace. The labor agreements ensured a safe and healthy workplace. The labor agreements recognized seniority for transfers, vacations and overtime. The labor agreements ensured fair and equal treatment.

Thank you.